

## Workforce Restructuring

The end of the Cold War in 1991 produced almost immediate effects on the mission and workforce of SRS, along with the rest of the DOE complex. Primarily, the need to refurbish and operate nuclear reactors for tritium production was eliminated, while the focus shifted to disposing of “legacy materials” (the leftovers of Cold War production) and continuing waste management and environmental remediation.

At the same time, the nation’s leaders began reducing the federal deficit largely by cutting the budget, including the budget for DOE Operations Offices. These factors required significant realignment of the organization and substantial reduction in employment at SRS. The need to retain a viable workforce and certain critical skills remained. Following is a summary of the workforce restructuring that has taken place during the 1990s at SRS.

### FY 1993

Reduced funding and revised mission guidance for FY1994 resulted in the site’s first major workforce restructuring. Between February and September 1993, a reduction of about 2,600 of the 23,700 site employment level was required. A hiring freeze was initiated in February 1993. Consistent with the guidance contained in Section 3161 of the National Defense Authorization Act of 1993, a Voluntary Separation Program and an Early Retirement Incentive were offered. The workforce was reduced by a total of 2,703.

719	WSRC/BSRI - Early Retirement Incentive
384	WSRC/BSRI/ WSI - Voluntary Separation Program
498	Construction craft
967	Temporary and subcontractor
105	Attrition
30	BSRI - Involuntary separation
2,703	Total

September 30, 1993, total site population - ~22,070\*

### FY1994

During FY1994, 1,070 positions were eliminated through attrition and an expanded Early Retirement Incentive for those employees who were assimilated by WSRC in 1989 and 1990. However, the net reduction was 837 due to normal ebb and flow of construction craft workers and subcontractors. There was no involuntary reduction.

September 30, 1994, site population - ~21,039\*

## **FY1995**

Workforce reductions were required during FY1995 due to anticipated budget shortfalls for FY1996, changing missions, scope reductions and contract reform initiatives. It was announced that up to 4,200 positions would be eliminated, and a possibility existed that those numbers could be revised if the FY1996 budget was modified. Again, incentive programs were offered.

270	WSRC/BSRI - Early Retirement Incentive	
2,128	WSRC/ BSRI/WSI - Voluntary Separation Program	
215	WSRC/BSRI/WSI - Involuntary separation	
777	WSRC Construction craft, subcontractor, temporary - involuntary	separation
92	DOE support service contracts - involuntary separation	
408	Attrition (includes 76 normal retirements)	
3,902	Total	
31	New hires	
3,871	Net	

September 30, 1995, site population - ~17,149\*

## **FY1996**

Continuing FY1996 and FY1997 budget pressures required elimination of an additional 1,950 positions. The reductions were planned through a Voluntary Separation Program to be followed by an involuntary reduction in force; however, a moratorium was placed on involuntary separations through the 1996 calendar year. Consequently, only the voluntary program took place.

74	WSRC/BSRI - Early Retirement Incentive	
217	WSRC/BSRI/WSI - Voluntary Separation Program	
820	Attrition	
1,111	Total	

September 30, 1996, site population - ~15,922\*

## **FY1997**

The involuntary portion of the FY1996 reduction in force did not actually begin until January 1997, after the moratorium ended. Over 1,200 attritions were considered in determining the involuntary reduction numbers for FY1997.

235	WSRC/BSRI full service employees	
257	Construction crafts	
152	WSRC/BSRI subcontractors	
32	DOE support service contracts - involuntary separation	
676	Total	

Originally announced as three phases to occur in calendar year 1997, the FY1997 reduction was expected to be 1,400 to 1,500. Phase I took place from May - July, 1997, as a result of a shortfall in the President's FY1998 budget. Phases II and III were delayed and did not occur.

- 314 WSRC/BSRI full service employees
- 110 WSRC/BSRI subcontractor
- 28 Construction craft
- 3 Limited service employees
- 938 Attrition
- 1,393 Total

September 30, 1997, site population - ~14,380\*

## **FY1998**

On September 30, 1997, staffing at SRS totaled 14,380 positions. Of this total, WSRC, BSRI, B&W Savannah River Company and BNFL Savannah River Corporation comprised 12,484 full-service, limited-service, part-time and temporary workers, construction craft employees and subcontractors.

Early in the year, it was announced that no formal downsizing activities would occur at SRS during FY1998. As a result, through June 30, 1998, only attrition and the normal release of some construction craft employees due to project completions occurred. These activities, coupled with ongoing hiring activities to backfill attrition as needed, resulted in a net reduction of the SRS workforce of approximately 246 employees from September 30, 1997, through June 30, 1998. Actual numbers are:

- 410 WSRC/BSRI/BNFL/B&W attrition (includes 154 privatization to WSMS).
- 110 Construction craft
- 13 WSI
- 36 DOE support service contract
- 54 Employees from other SRS contractors (USFS, USCOE, SREL).
- 623 Total

Against these total reductions, additions to the SRS workforce has included:

- 189 WSRC/BSRI/BNFL/B&W
- 144 Construction craft
- 76 WSRC subcontractors/temporary personnel
- 1 WSI subcontractor
- 410 Total

Therefore, the actual net reduction of SRS contractor employees is 213. Additionally, DOE-SR has reduced 33 federal employees bringing the SRS total net reduction to 246.

Sept. 30, 1998, site population - ~14,193\*

## **FY1999**

On September 30, 1998, staffing at SRS totaled 14,193 positions. Of this total, WSRC, BSRI, BWXT and BNFL comprised 12,591 full-service, part-time, limited service, construction craft and subcontractors.

There was no formal workforce restructuring activity during FY 1999; only attrition and the normal ebb and flow of construction workers made up any losses to the workforce. Actual numbers were:

296	Full service employee attrition
102	WSRC/BSRI subcontractors
196	Construction Craft
<u>0</u>	Limited service employees
594	Total

Total hiring by WSRC, BSRI, BWXT and BNFL during FY 1999 totaled 343.

Sept. 30, 1999, site population - ~13,854

## **FY2000**

On September 30, 1999, staffing at SRS totaled 13,854 full-service, limited service, temporary, construction crafts and subcontractors. Of this total, WSRC, BSRI, BWXT and BNFL accounted for 12,328 employees.

During FY 2000, no formalized, all-inclusive workforce restructuring activities took place. However, during the year WSRC was authorized to offer an Early Retirement Incentive (ERI) package for qualified. As a result, 239 employees accepted the ERI. As of Sept. 30, 2000, only 208 left employment rolls. The remaining 31 will be off employment rolls on or before March 31, 2001. Actual numbers for FY 2000 are:

208	Early Retirement Incentive (ERI)
296	Full-service employee attrition
72	Construction crafts
0	Subcontractors (WSRC increased by 6 subcontractors during FY 2000)
<u>0</u>	Limited service employees (WSRC increased by 1 LSE during FY 2000)
576	Total

Total hiring by WSRC, BSRI, BWXT and BNFL during FY 2000 totaled 360 (184 FSEs and 176 construction crafts).

Sept. 30, 2000, site population - ~14,193

\*Total site population figures include site organizations not accounted for in the workforce restructuring breakdown.

**FY2001**

On September 30, 2000, SRS headcount was 14,193 of which WSRC, BSRI, BWXT and BNFL accounted for 12,591.

There were a total of 116 separations at SRS in FY 2001. Fourteen of these were employees who had participated in the early retirement program of FY 2000 but did not leave employment rolls until FY 2001. The remaining separations included 16 construction crafts with benefits and 86 without benefits. Actual numbers for FY 2001 are:

14	Early Retirement Incentive (ERI)
301	Full-service employee attrition
102	Construction Crafts separations (16 with 3161 benefits; 86 without)
170	Construction Crafts (voluntary quit or discharged)
0	Subcontractors ebb & flow but no increase/decrease begin year/end year
<u>0</u>	Limited service employees (WSRC increased by 2 during FY2001)
587	Total

Hiring by WSRC, BSRI, BWXT and BNFL during FY 2001 totaled 463 (296 FSEs and 167 construction crafts).

Sept. 30, 2001 site population 13,830.

**FY2002**

On September 30, 2001, SRS headcount was 13,830 of which WSRC, BSRI, BWXT and BNFL accounted for 12,256.

There were a total of 486 separations at SRS in FY 2002. An Early Retirement Incentive Program accounted for 378 and 108 participated in a Voluntary Separation Program. The remaining separations included 16 construction crafts with 3161 benefits and 78 without 3161 benefits. Actual numbers for FY 2002 are:

378	Early Retirement Incentive (ERI)
108	Voluntary Separation (VSP)
16	Construction crafts with 3161 benefits
78	Construction crafts without 3161 benefits
163	Full-service employee attrition
0	Subcontractors (WSRC increased by 5 subcontractors during FY2002)
<u>0</u>	Limited service employees (WSRC decreased by 9 during FY2002)
743	Total

Hiring by WSRC, BSRI, BWXT and BNFL during FY 2002 totaled 274 (139 FSEs and 135 construction crafts).

Sept. 30, 2002 site population 13,492.

**FY2003**

On September 30, 2002, SRS headcount was 13,492 of which WSRC, BSRI, BWXT and BNFL accounted for 11,894.

To date, there has been no major work force restructuring activity; however, the four-partner M&O contractors in January 2003 commenced a massive reorganization designed to better align and size work force needs to accelerated clean-up schedules. As a result, the WSRC team has essentially “corporate” or “right” sized to meet the challenging, accelerated schedules. This has resulted in several mini layoffs involving less than 50 employees at any one time. Total employee separation numbers will be available in the October-November 2003 timeframe.